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Navy Public Works Center San Diego*
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The Centerline

Second Quarter 2001



Top Side Quality Line

I would be hard pressed to find anyone in San Diego who could honestly say today they were in the dark, if you'll pardon the pun, about our ongoing energy crisis. Not only are we all paying exorbitant prices to purchase electricity, which is in short supply, now natural gas prices are on the rise, as well as gasoline prices and the domino effect is escalating daily into the cost of living. It seems as if we're powerless, this time the pun is intended, to do anything about it, right?

After all, we can do very little about the open market prices that fluctuate hourly for buying electricity, nor do we have much influence on power suppliers in terms of making electricity available to purchase. Market forces follow their own mantra, and in this case, supply and demand reaches new dimensions every day. There is, however, one



area we can greatly influence: our own consumption.

Conservation is the key to surviving this energy crisis. You've seen the signs everywhere advising us that saving energy saves dollars. By carefully staying aware of how each of us consumes energy resources in our daily activities, and by following common sense guidelines to reduce our daily consumption, we will actually be able to greatly influence the market free-for-all taking place right now.

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Thanks for doing your part to conserve energy (and reduce costs)!

Sincerely,

A handwritten signature in black ink, appearing to read 'JMcMinn'.

On the Cover: PWC Electrician, Steven McMinn replaces ceiling lights with low energy light bulbs in PWC office spaces. This project is one of many being conducted around the command to help reduce energy cost.

EUREKA! PWC Receives Performance Excellence Award

By Sherry Patrick



The California Council for Excellence examiners paid a visit to PWC last fall after we submitted an application for the California Award for Performance Excellence (CAPE). The CCE is a nonprofit foundation that assists California's private

and public organizations achieve world-class products and services through principles of performance excellence. Using the Malcolm Balridge criteria, the CCE examiners evaluated PWC on how well we were doing business.

PWC was one of five organizations presented the Eureka Award during a banquet at the La Jolla Marriott. Our Commanding Officer, Capt. John E. Surash received an impressive California shaped statuette for the Bronze Level recognition. The Center



received this recognition for our performance in efficiently delivering world-class products and services to our clients. Receiving the Eureka Award was made possible due to the team effort of all employees at the Center. We strive to provide world-class products and services to our clients, and now we have the award to prove it.



PWC Prepares for Competition

By **Dr. Don Chick**
Business Manager

There are several issues that will impact the Public Works Center (PWC) for several years to come. Three that come to mind immediately are Competitive Analysis Studies (CA76), Utilities Privatization, and Business Planning.

Under the Competitive Analysis Studies, we have been directed to study more than 1400 positions in fiscal years 2001, 2002, and 2003. These studies can begin only after Congress issues an official notification to start, which we expect sometime during late spring or early summer.

Utilities Privatization (UP) is a Department of Defense initiative to

move utility operation, maintenance and ownership to the private sector. Two caveats to UP are national security and economics. In other words, utility systems will not be privatized if national security would be jeopardized or if it is not economically feasible. PWC is preparing for UP by aggressively streamlining its processes of delivering utilities and maintaining its utility systems. Code 600 implemented their Most Efficient Organization (MEO) on Oct. 1, 2000 and the decision to privatize or retain the work in house will be made by Sept. 30, 2003.

We use the Business Plan process to ensure we are forward looking and preparing for the future. The Public Works Center began utilizing Business Plans several years ago as part of our world-class journey. We are updating the Business Planning process to integrate CA76 and the feedback we receive from the Presidential Quality And Eureka award submissions. These business plans will help to enable our managers to align their operations with the various demands placed on the Center. The business plans will be benchmarked against private industry and will help us in our competitions over the next three years.

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PWC Strikes for Junior Achievement at Sunset Bowling Center

By **Sherry Patrick**

Navy Public Works Center Junior Achievement Bowl-a-thon Coordinators T. Gogue and Jim Roberts received an overwhelming response from bowlers who wanted to participate in the Junior Achievement Annual Bowl-a-thon. A total of 19 teams from the business lines around the Center came out to the Sunset Bowling Center in Clairemont for a day of fun with family and friends in support of the Junior Achievement mission.

This year the Junior Achievement Bowl-a-thon Program celebrated their sixteenth year. This event began with just a few participants and has grown to more than 2,000 bowlers. The Junior

Achievement Bowl-a-thon is a way for organizations to give back to the community while increasing employee morale. The funds raised from this event supports the mission of the Junior Achievement Organization by assisting with the purchasing of classroom literature.

The Junior Achievement Program is an educational program for students from kindergarten to high school that teaches the fundamental understanding of the free enterprise system within our society.



Volunteers use activities to demonstrate to the students the importance of getting an education, how economics works within our communities and the impact these business transactions have on our lives.

This year PWC Junior Achievement Program Coordinator, Jim Roberts arranged for 16 volunteers to teach business fundamentals to students at Lindbergh-Schweitzer school.

PWC Contributes to Warfighter's Readiness

By Sherry Patrick

with contributions by Eddie Kennedy and Bradford Eckroad

When a ship is underway and their safe with mission essential documents won't open what can the crew do? Contact the Navy Public Works Center of course. PWC exists to provide Public Works Services, which contribute to our Warfighters' readiness and improve Quality of Life ashore. The USS Peleliu (LHA-5) knew PWC was on hand to provide assistance and they placed an emergency call for a locksmith.

"When I received the call to report to the USS Peleliu, which was leaving that morning, I couldn't believe my ears, I didn't know we made service calls when ships go out on maneuvers," said PWC locksmith, Eddie Kennedy. The PWC team went into action preparing the necessary paperwork and within no time Mr. Kennedy arrived at the USS Peleliu via tugboat transport.

"The crew was standing by to greet me, I felt like a celebrity. Once I got onboard I immediately got to work. The challenge was a single drawer safe with broken container locks. After much effort and several hours later, I was able to open the safe. The crew was very happy with the timely response of our service and it made me feel proud to be there to fill the need."

Afterwards Mr. Kennedy was invited to lunch in the officer's mess while arrangements were made for his transportation back to San Diego. All the while Mr. Kennedy was onboard the USS Peleliu, he was in communication with his supervisor via his new cellular telephone. "The cellular telephones worked great as long as the helicopters weren't flying over," said PWC maintenance supervisor, Bradford Eckroad. "I contacted Mr. Kennedy's wife to let her know Eddie was on board a ship which was out to sea and that I was in communication with him and would keep her informed on his return." Mr. Kennedy, a non-navy man, had never experienced getting underway and this was a real adventure. After a minor setback with one of the boats transporting him back, Mr. Kennedy's transportation was ready, as crewmembers carried his tools to the boat that took him to a marina at Camp Pendleton, where he was met by Brad Eckroad.

"The day on the USS Peleliu was quite an experience and one I will always remember. This job was a maintenance team effort and I would like to thank the PWC workers who provided assistance to carry out this valuable



service to the fleet." Maintenance team members who provided assistance included: Ms. Toni Copper, emergency service dispatcher, Ms. Annette Salazar, a maintenance request assistant, Rick Christensen, a construction mechanic, and Mr. Kennedy's supervisor, Brad Eckroad.

"PWC strives to provide service to our clients. This is one of many incidents where we have proven our value to the fleet," Kennedy said.

Transportation's Drive to Conserve Energy

By **Marc D. Santos**
Transportation Management Analyst

California has fast become one of the nation's most expensive states in which to live and work. This fact is in part due to the soaring electrical and natural gas rates of recent notoriety. The financial crush that has been created by the ever-elevating costs have closed small businesses and forced everyone to conserve energy at home and at work.

The Transportation

Business Line (Code 700) has recognized that it cannot afford to ignore the costs that are accumulating because of the increased utility rates. In an attempt to drive down electrical usage, Marty Wurbs, Transportation Business Line Manager, has led the drive with Product and Service Line Managers and employees to conserve energy wherever possible.

Some of the steps that have been taken include the removal of small refrigerators, turning lights off in work bays and most office spaces during certain hours of the day, turning off overhead bay heaters by nine o'clock every morning during winter months, and setting temperature limits that govern when heaters and air conditioners can be operated. Thermometers have been purchased and deployed to monitor the temperature in office and shop spaces to facilitate the operation of heating and air conditioning equipment.

Every employee has been encouraged to help reduce the level of energy consumption by remain-



June Bentley checks the thermometer that regulates the office temperature.

ing vigilant, taking it upon themselves to turn off equipment, tools, computers, copiers and other electronic devices when they are not in use.

Code 700 is driven to reduce energy costs through energy conservation, which will help keep transportation rates down. Energy conservation helps us all to remain cost effective and cost competitive, reducing the financial impact to our clients' pocket book via our rates, which in turn protects our jobs.



Isaiah Falo turning off the overhead bay heaters.

Save Our Planet, Be Energy Efficient

By Lt.Cmdr. Wade Wilhelm
Utilities Business Line Manager



Delivering and maintaining utility systems has become more challenging due to the rising cost of electricity. The price we pay for electricity is now at about 18 cents per kilowatt-hour (kwh) compared to about 3 cents per kwh one year ago. PWCS D has been paying these high electrical bills, but has only charged our clients the much lower rates established before the current crisis. The resultant under-collection for electricity was \$28 million last fiscal year and \$33 million during the first four months of FY01. Utilities is working with Southwest Division, Naval Facilities Engineering Command to enter into a long-term contract through the Western Area Power Administration in Phoenix, Arizona.

Our goal is to get off of the wildly fluctuating daily energy market by locking in long term, fixed rate contracts. We have successfully locked in contracts for 70 percent of our normal energy usage, and will soon lock in contracts for the balance of our full requirement. While it is impossible for anyone to predict what will happen in the

chaotic electricity world, we are confident we are on the right track for providing the best possible deal for Navy and Marine Corps commands in the San Diego area.

Even with the fixed price contracts, we know that we will continue to pay high prices compared to last year. We therefore, must all do our part to reduce the electricity that we use. Did you know that after everyone goes home at night, the electricity load is still 60 percent of what it was during the day? That means that there is still a lot of equipment and lights on when no one is here. We all need to make sure that all of our computers, copiers, faxes, printers, HVAC systems, etc. are turned off before we go home. Also take a look around your office to see if there are opportunities to reduce lighting and equipment in your workspace. For example, one quick energy saver is to unplug the large number of old inefficient and under-utilized refrigerators we have in our workspaces.

At home, the 6.5 cents per kilowatt-hour rate has temporarily insulated us from the

very high prices. However, the amount of energy we use at home contributes to power shortages. Simple changes at home can make a big difference in your energy consumption, and your bill. Turn all lights and equipment off when they are not needed. Consider replacing your incandescent lights with compact florescent lights, turn down or turn off your heater when no one is home, and at night. Programmable thermostats automate this process. Older appliances and HVAC systems use much more energy than modern appliances do. When you buy new appliances, look for the Energy Star rating, and purchase an item that uses less energy. These are a few of many actions that you can take to reduce your consumption and bill. Additional ideas and incentive offers to reduce your costs are available at www.sdge.com.

Power is expensive, much higher than we could have imagined just last year. I am asking each and every person to re-look at how you can help us conserve each and every day, at work and at home.

Working Safely Will Reduce Job Related Injuries

By **Derance Broadnax**

Facility Maintenance Management Analyst

Injuries are the number one setback for an organization. Generally when one thinks of an injured person, they think of the person's physical health. But how many people think of what affect an injury has on the health of an organization?

Think about this. How would you feel if you started a company, and after a couple extremely successful months, your company suffered a rash of injuries, and your financial reserves were depleted due to these injuries? You would be surprised to know that many companies go out of business based on this scenario. And if they do survive, they pass the costs of injuries along to the customers.

The Center is in a similar predicament regarding work related injuries. Over the years as the number of people on light duty and drawing workmens' compensation increased, our labor rates have

soared. These costs are not offset by inflation, and you can not budget for injuries because you do not know when they will occur. This is why we, as an organization, must reduce our injuries in order to stay competitive.

Our Employee Driven Cultural Safety Forum has taken on the challenge of righting this situation. Remember, this forum is employee driven, so the efforts starts from the bottom up, not the top down. Together, working as a team, we can help reduce the number of work related injuries. One way to reduce injuries is by using personal protective equipment while on the job.

With an impending Competitive Analysis Study looming in our future, we must remember that all

costs will be counted against us when calculating our cost versus our outside competitors. We must make a monumental effort to stay injury free, and remain "world- class" in the delivery of our services to customers. These efforts should not be looked at as a short term solution to beat the study. We should always strive to take the correct safety measures in all jobs that we perform. Stay safe, and keep our organization healthy.

**PWC Hotline
(619) 556-8477**



Carol Woolley
Command Evaluation Officer

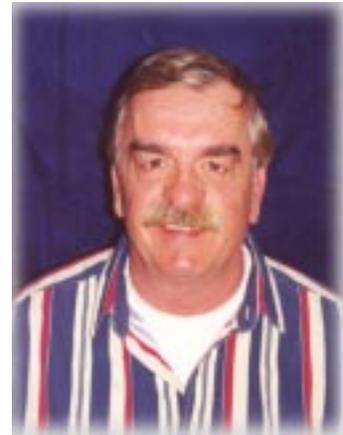
Rob Leigh-Pink is Safety Employee of the First Quarter

By Sherry Patrick

Rob Leigh-Pink received the Safety Employee of the Quarter award for the First Quarter. Mr. Leigh-Pink has been employed with PWC San Diego since 1995 as a hazardous waste coordinator. He inspects, identifies and consolidates the industrial waste streams from all PWC activities onboard Naval Base Coronado. He processes over 40,000 pounds of chemical waste annually for subsequent delivery to the environmental transfer storage and disposal facility.

Mr. Leigh-Pink is serious about safety and always leads by example. His leadership

qualities are expressed through his involvement in the stand-up safety meetings in his area. He sets safety standards for his co-workers and informs them of new safety regulations and instructions regarding ergonomics and hazmat. His safety work ethics are credited for the three continuous years without an injury or lost time accident. His dedication to having a safe working environment inspired Mr. Leigh-Pink to create a job injury analysis which revealed problem areas and allowed the work unit to correct these areas, therefore resulting in a decrease in the injury rate.



His efficiency is displayed by his quick and safe response to environmental accidents or hazardous waste spills. He is always prepared and performs his duties with the proper safety equipment.

Upon learning he would receive the Safety Employee of the Quarter Award, Mr. Leigh-Pink said he felt honored. "It is always nice to be recognized for your efforts. The bottom line, however, is the safety and well-being of all of our employees. I believe our department is the pace setter throughout the Command, especially when it involves Safety Mishap Prevention Policies," said Mr. Leigh-Pink.



NMCI in PWC's Future

By Samer Tominna
Information Systems Director

The Navy Marine Corps Intranet (NMCI) is a massive, enterprise-wide initiative that will make the full range of network-based information services available to Sailors and Marines for day-to-day activities and in war. When initial operating capability is achieved (initially estimated to be the end of 2001), NMCI is expected to give the Navy and Marine Corps secure, universal access to integrated voice, video and data communications. It will provide pier-side connectivity to Navy vessels in port, and link more than 371,000 desktops across the United States as well as sites in Puerto Rico, Iceland and Cuba.

NMCI will apply Internet technology to everything from administrative tasks to ammunition supply. It will help the Navy and Marine Corps meet these critical objectives:

- Enhanced network security
- Interoperability with CINCs and other Services
- Knowledge sharing across the globe

- Increased productivity
- Improved systems reliability and quality of service
- Reduced cost of voice, video and data services

The ultimate advantage for the warfighter? Increased combat readiness and effectiveness.

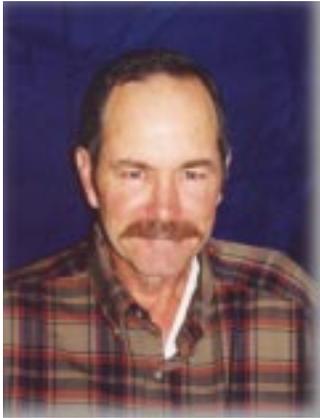
For us at PWC San Diego, however, there is an additional cost to do business under NMCI. The Center had transitioned to a per-seat cost in FY00 based on the results of Activity Based Costing (ABC). The NMCI contract has a similar pricing structure, but charges are more detailed than the current all-inclusive PWC per seat charge. Per seat costs will vary, depending upon the options chosen by the Center. The \$6.9 billion NMCI contract, awarded to EDS Systems in October 2000, provides contracted labor for computer support. The contract, however, makes provisions for federal employees who are information technology professionals and whose jobs are impacted by the implementation of the NMCI contract.



Code 190 is working closely with NAVFAC Headquarters and the Region on the impact of NMCI implementation, and will work to ensure a smooth transition from current support to NMCI. Initially, NMCI will provide only support for networks and computer desktops, including support for e-mail and personal data storage. It will not provide support for current or legacy business applications, including Maximo, web development, and others. That functionality will remain in-house until NMCI has been fully deployed in its Initial Operating Capacity (IOC). This means that all business applications must run on the NMCI network and desktop standards of Microsoft Windows 2000, to which PWC San Diego has already begun the transition. The second phase of NMCI will provide network, desktop, and application support at additional cost. Stay tuned...

Stephen Martin selected Employee of the Quarter for the First Quarter

**By Cmdr. Cliff Maurer
Public Works Officer, Naval Base San Diego**



Contract Surveillance Representative, Stephen Martin has been selected as Employee of the Quarter for the First Quarter of 2001.

Mr. Martin received this employee recognition award for his exceptional contributions to the Center. His job performance supports the Center's Core Values of team work and personal effectiveness.

Mr. Martin is dedicated to providing efficient and effective contracting services to the clients. Mr. Martin is responsible for the grounds maintenance contract at Naval Base San Diego.

Among his many accomplishments, he ensured that the Navy complied with stringent environmental regulations concerning storm drain runoff. Through his aggressive maintenance inspection programs he saved thousands of gallons of water by checking and repairing broken sprinkler heads and leaking valves. Mr. Martin developed a plan which divided the base into five ground maintenance zones to ensure all services were being performed on specific days of the week. The services improved dramatically shortly after the plan was in place.

Mr. Martin was responsible for coordinating with the Recycling Center to provide containers for green waste. His efforts saved many hours of labor in the handling of green waste. Mr. Martin's dedication to his job is demonstrated through the appearances of areas under his responsibility.

Congratulations, Mr. Martin on your selection as Employee of the First Quarter.



How Motivated Are You?

By Manny Hernandez
T Q Coordinator

The following article appeared in the March 2001 issue of Training Magazine. I thought it might be a fun test for everybody to check their motivation.

Does your work satisfy you? Or are your days filled with clockwatching and daydreaming of greener pastures? A simple test may give you some insight.

The Personal Motivation Index is a self-scoring exercise that can tell you how your level of engagement at work compares with a national norm for more than 50,000 people, including 14,000 managers and supervisors in some 615 organizations. The exercise, called PerformanceTrack, was created by Provant Inc., a Boston-based provider of performance improvement training products and services. PerformanceTrack helps clarify the challenges faced by organizations as they search for new opportunities to enhance workforce performance levels with training and development.

To take the exercise, indicate your level of agreement with the 17 statements below. For each statement, **score 1 if you strong disagree, 2 if you disagree, 3 if you're neutral, 4 if you agree, and 5 if you strongly agree.** This exercise isn't necessarily a reflection on whether or not you should stay at your job, though it will give you a clear picture of how motivated you are.

On a daily basis, when I am at work, I experience a sense of...

- Accomplishment _____
- Being Valued _____
- Belonging _____
- Direction _____
- Empowerment _____
- Honesty _____
- Integrity _____
- Involvement _____
- Optimism _____
- Pride _____
- Recognition _____
- Respect _____
- Security _____
- Success _____
- Trust _____
- Appreciation _____
- Fairness _____

TOTAL _____
Divide by 68 _____
Multiply by 100 _____
FINAL SCORE _____

100 or over: You're considered "Hard Charging and Fulfilled" and rank in the top quartile of employees across the country.

92 to 99: You're "Basically Fulfilled" and rank in the second quartile.

83 to 91: You're "Hanging In" and rank in the third quartile.

82 or less: You're "Demoralized" and are in the bottom quartile. Have a nice day.